

PROPOSED DDI SURVEY QUESTIONS

I. Attitudes Toward "The System"

1. Is this survey a good idea? Will it accurately show results? To what extent are respondents skeptical about the survey itself? Will it have any impact?
2. Is management sensitive to employee morale?
3. Has morale been damaged by Watergate and subsequent events?
4. Has the DCI been honest and forthcoming about alleged Agency events and misdeeds?
5. Do you feel the Agency is not answering legitimate questions of employees regarding past misdeeds and means to prevent future occurrences?
6. Is the seemingly cautious approach the Agency is taking on current public issues appropriate? Is more dynamic, imaginative leadership needed? Should the Agency be more candid with the public?
7. Is your job more difficult because of the press disclosures since Watergate?
8. Do you feel the public is anti-CIA and that this affects your job security?
9. Does domestic politics (national, executive branch, and internal CIA) affect your job and your product?
10. With whom do you most easily identify, the US government, CIA, the DDI, your office, or your branch?
11. Are the Agency's recruitment efforts hampered by the length of time needed to complete clearances? By the CIA's current reputation?
12. Would you advise someone to work for the CIA? For the DDI?
13. What are you as an individual doing to live with whatever bothers you about the system?

II. Job Satisfaction and Career Development

1. Do you get personal satisfaction from your job? Is more, non-monetary recognition needed?
2. Do you feel your job is important to your branch? Your office? The DDI? The CIA? The country?

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1. Does your job have enough challenges? Are you overworked? Underworked? Worked just enough?
2. Does working on a critical area of US policy interest affect job satisfaction and career development vis-a-vis working on a relatively quiet, stable area?
3. Do you feel your job is a dead end with little advancement potential? Are career opportunities varied enough? Would you want more rotational assignments within the DDI and to the DDO and elsewhere? Should DDI employees be given the opportunity for sabbatical leaves? Do you feel these would help or hinder your career advancement? Are you generally aware of the limited existing opportunities for rotational assignments? Is there sufficient lateral mobility in your branch? Your office? The DDI?
6. Do you feel isolated from others in your profession who are not in the Federal service?
7. Do you have a good working relationship with your co-workers?
8. Do you have enough contact with policymakers? Do you get any feedback from them about your product?
9. Do you favor the concept of the "senior analyst" with no managerial duties? Should this program be expanded?
10. How long has it been since your last promotion? Since your last change of assignment?
11. Is the personnel rating system an adequate and fair indicator of job achievement? Does it accurately reflect promotion potential? Should some other method be tried? Are assignments and promotions adequately and fairly determined? Are you confident that you will be considered for promotion?
12. Are you looking forward to retirement? Would you like to retire earlier? Later?
13. Do you feel that your job security is threatened by the reductions in force that have taken place over the past few years?
14. Is training adequate? Has your training been closely tied to office needs and objectives? Have you been forced to take irrelevant training? Have you been denied useful training? Is training encouraged? Which is more useful, a generalist or a specialist? Which would you rather be?
15. Should a career development program be more adequately mapped, with specific career goals stated and training designed around achievement of those goals?

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Are there enough, too many, or too few orientation trips? Are they useful? How long should they be? Should they be more project-oriented?

17. Do you feel the Agency is adequately complying with the equal employment opportunity program? Is it doing enough, too little, or too much to attract women and members of minority groups? Are they generally well-served by working here? Are they overly favored?
18. Is the grievance procedure adequate?
19. Is the DDI employee handbook useful?

III. Agency Organization

1. Is the CIA necessary? Is the DDI necessary? Do you approve of the concept of the CIA as "one Agency"? What is the role of the CIA in the future? Do you feel that the DDI is on an equal footing with the DDO?
2. Should the DDI have a geographic, country-oriented approach to problem solving or one that is more problem-oriented? Is there too much or not enough overlap between DDI offices? Should they be in competition with one another?
3. How do you think the DDI could bring greater resources to bear on geographic areas or functional problems?
4. Should DDI employees have a greater role in how office funds are budgeted?
5. Do you regard staff offices as performing worthwhile tasks? Are they overutilized? Underutilized?

IV. Supervision

1. Are supervisors selected adequately? Are they properly trained? Should they be managers, area analysts, or both?
2. Do you respect your supervisor's ability and judgment? Are problems adequately anticipated before they get out of hand? Does your supervisor forsake human relations for production?
3. Are workload assignments equitably distributed in your branch?
4. Does your supervisor show enough interest in your career? Is experimentation rewarded and creativity encouraged?
5. Does your supervisor delegate authority or is it a one-man show? Are you too closely supervised? Not closely enough?

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6. Does your supervisor stand up for you even though he or she might have a different opinion?
7. Can you communicate adequately with your supervisor? Does your supervisor adequately pass on relevant administrative information?
8. What do you think of the idea of making service in branch chief slots of limited duration and rotating others from within or outside the branch for each "term"?

V. Communications

1. Are you adequately informed? Do you feel you are sufficiently aware of management's attitudes on matters of substance and administration?
2. Do you feel you are informed as to what is going on in the Agency or told only enough to create an atmosphere of communication?
3. Do you feel you receive better and more timely information about the Agency from unofficial sources -- the press; the rumor mill -- than you do officially? Is there a need for a formal mechanism for two-way communication between employees and higher-level management?
4. Do you have enough opportunities to share information and exchange views with other analysts?

VI. Production

1. What do you think about the quality of the DDI output? Is the finished product -- especially the NID -- worth the effort that goes into it? How would you rank the DDI's publications?
2. Are there too many editorial layers? Is your product helped or harmed by the editorial contribution? Is your product adequately critiqued and guided while in the process of production or only when it is near completion or finished? Do you recognize your writing when the final version is published?
3. Does the DDI use too much expensive Special Intelligence?
4. Do you feel Project Safe undermines morale by making people feel automated or redundant? Is it useful? Do you feel it is, or ever will be, effective and cost-benefit efficient?

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VII. Environment

1. Is the present work environment detrimental to your job? Do you feel it will improve under plans for vaulting offices and restructuring filing systems? What else should be done?
2. It appears that some offices have considerably more money to budget for physical plant. Does this affect DDI employee morale?
3. Does physical location of DDI offices outside the Headquarters compound seriously impair their effectiveness?
4. Is the system of issuing parking permits efficient, equitable, and fair?

VIII. Additional Comments

1. CRS points out that as far as they are concerned, it will be important to distinguish their ISG component from the DSG component, especially on the question of supervision. ISG is organized along the lines of OCI, with branches run by a supervisor in a high grade; DSG, on the other hand, has supervisory positions as low as GS-7, with many in the GS 11-12 range. They also point out the need to distinguish between the problems of professional employees and those of their large clerical contingent.
2. There is a degree of concern not to stack the deck against management. While the survey should probe genuine problem areas, there is concern that it be balanced enough to elicit positive views of management as well, and to separate problems that are the individual's from those that are management's.
3. The survey should not be structured or the questions worded in such a way as to lead the respondent automatically toward dissatisfaction. Many will consider the survey as a means of expressing complaints, no matter how the queries are worded, but an effort should be made where possible not to pose leading questions that presuppose unhappiness. A "what is your attitude toward..." formulation is more likely to elicit full and honest responses than an "are you dissatisfied with..." formulation.
4. It has been suggested that each respondent should be asked to give an idea of the workload (by means of neutral questions on the average number of hours worked a week, the proportion of the work day spent on production and, conversely, on make-work or in idleness), and a relationship drawn between the person's workload and the general level of satisfaction or dissatisfaction, as ascertained through other questions on management policies, communication with supervisors, and the

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like. The more underemployed an analyst, the most dissatisfied he usually is with himself, the job, and supervisors. If the survey proves this to be true, we'll at least have identified one management problem -- the need for keeping people busy and possibly for reducing overpopulated staffs.

5. One non-MAGID person suggested that, "Presumably this survey will be based on the one the DDO put out. It could greatly improve thereon if the questions were more precise; the DDO survey was a bit weak in this regard. It should be shorter; there was too much repetition in the DDO survey."
6. Another solicited suggestion was that there should be some assurance in the introduction to the survey that management intends to do something about problems brought out by the survey. It should not give the impression that management is just trying to verify the existence of problems it already knows about but doesn't intend to correct. It should not appear to be just another rationalization for inaction. Such assurances would increase response and would probably inspire more thoughtful, responsible reaction. If the introduction to the survey could indicate that management already has some awareness of problems which exist, perhaps by citing its impressions of these, and bill the survey as an attempt to verify, refine and expand these, it will give the survey a more serious tone. It should not be totally multiple choice. For the major issues and for suggestions for improvement, an essay response should be mandatory.